



Performance Evaluation of the Modern Rural Management based on Good Governance Approach (Case Study: Villages in Central District of Karaj County)

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Abstract

Purpose- At the local level, the role of rural management in achieving optimal rural planning and development goals is significant. There are several approaches to rural management, one of which is good rural governance. In this regard, the purpose of this study is to evaluate the performance of new rural management with an emphasis on good governance indicators for the villages in the Central District of Karaj County.

Design/methodology/approach- Quantitative approach was used in conducting this research. The statistical population of the study includes 7 villages. 145 households were sequentially determined based on random sampling and using the modified Cochran's formula. SPSS software and FARAS model were utilized to analyze the data.

Findings- The results showed that the situation of governance indicators in the studied villages is lower than average. In addition, the results of the correlation between the indicators of good rural governance showed that the management system is the desired and subject to development in all indicators of good rural governance from the point of view of the villagers. Also, the ranking of the indicators of good governance using the FARAS model substantiated that the social participation index has the highest rank from the experts' point of view.

Research limitations/implications- The outbreak of corona virus interfered with the process of data collection and information in the studied villages. This impeded the process of completing the research. In this regard, to reduce the negative impact of this restriction, interviews and completing questionnaires were conducted through the Internet.

Practical implications- Activities should be taken through interaction of non-governmental organizations, governmental and public organizations and the private sector, removing existing obstacles, financial and executive constraints for modern rural management in the villages of the Central District.

Originality/value: The study is conducted by the mentioned researchers and in accordance with the official rules and procedures, and all dissertation, articles, books, etc. were referred accordingly. The originality of the present study is in applying the FARAS fuzzy model for the studied villages in the Central District of Karaj County.

Keywords- Modern management, Good governance, Rural settlements, Karaj County.

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1. Introduction

In recent decades, transition has been notified from government to new processes of rural administration, specifically governance in rural areas.

Governance is the boundary between government and civil society and somehow involves the participation of states, private companies, citizens and local communities to design and implies the economic policies, social and environmental reforms. The emphasis of the governance is on increasing democracy and citizen participation in all matters related to it, including decision-making, planning, and implementation, so that citizens have an informed and active participation in all matters.

Good governance is a model presented by developed countries and international institutions after the inefficient outcome of previous development mechanisms, especially in developing countries for the establishment and institutionalization of civil society and policies. A good governance perspective asks organizations to manage public affairs in a transparent, accountable, and law obedient way. At village scale, the rural management, given the two factors of democratized process and having a close contact with the people, can be the best mechanism for achieving good governance and rural development (Taghdisi et al., 2011). Theoretically, the foundation of local organizations is based on the principle of people's control over the people, and participation is fundamental in the essence of these institutions (Nemati & Badri, 2007). Therefore, one of the goals of rural management is to comply with the principles and criteria of good governance, because villagers who are satisfied with local management perform their duties and participate more confidently (Firoozabadi & Imani Jajarmi, 2012, 69). In fact, having different principles, criteria and indicators from the approaches proposed in the previous rural management system and rural governance is a new process that empowers the residents of rural areas in various fields. The most important principles, criteria and indicators of good rural governance include participation, responsiveness, transparency, rule of law, consensus-orientedness, effectiveness and efficiency, equity and inclusiveness, and accountability (Rahmani Fazli and et al, 2014).

The establishment of rural municipality and councils in the villages of the country is in fact a turning point in the villagers' governing of rural management (Nasiri, 2010). Therefore, evaluating the

performance of new rural management based on good rural governance is not only pivotal for proper organization and bolstering systems, but it also is important in fulfilling the prophecy of rural management and solving its problems. Today in the process of rural management, it is expected to implement the principles of good governance in rural areas and rural practitioners tend to enhance the satisfaction of villagers in line with good governance. Nevertheless, in many villages of Iran, including the Central District of Karaj County, one can identify a long distance between new rural management and good governance indicators. The weak condition of these indicators might be confirmed by initial studies and field observations. The low level of some indicators of good governance can be observed. This issue has created challenges for rural management and achieving good governance in the region. In addition, the background of villages in Central District of Karaj County and the lack of a comprehensive evaluation of their performance, especially in the framework of good rural governance, verifies the need for this research. Given the reasons for the new methods of rural management and the challenges associated with it, the necessity of such an argument becomes more transparent. Also, the scientific findings of this research can be an important step towards promoting the quality of rural management in the region. Therefore, this study seeks to examine the performance of new rural management with an emphasis on good governance in the villages of the Central District. Consequently, the present study seeks to investigate the following questions:

1. What is the condition of the new rural management with an emphasis on good rural governance in the villages in Central District of Karaj County?
2. Which of the indicators of good rural governance has the highest rank in the villages in Central District of Karaj County?

2. Research Theoretical Literature

New or modern rural management means the science of integrating and regulating various natural, human, economic, etc. factors in rural society, and one of its most important goals is the developing rural settlements, followed by sustainable rural development (Pahuja, 2015). Village management arrangement, including the village managers, administrators and council members is as a symbol of modern local management, which should be able

to turn the village into a professional organization (Abraham, 2013). This principle is also realized when rural municipality and council can have the power of action, initiative in development, construction and policy-making with an efficient model. Recognizing the concept of local development, it puts the emergence of initiatives, collectivism and participation on its agenda (Mahdavi & Karimi, 2012). Therefore, new rural management is a systemic theory. In this regard, village managers and council members, in the role of new rural managers, should consider the village as a group with a systematic and comprehensive view and know how to think and act systematically (Subedi, 2012). Governance refers to the relationship between government and civil society, rulers or states and those being ruled, and governed (McCarme et al., 1995). Governance is the exercise of administrative, economic, and political authority to coordinate the management of the country at all levels, and includes mechanisms, processes, and institutions through which residents intertwine their interests, pursue their rights, and fulfill their duties, and resolve their disputes (UNDP, 2000). Governance recognizes the existence of power within and outside of formal and informal institutions, and includes key groups of government, the private sector, and civil society actors, as well as the decision-making process (Un-Habitat, 2009). Villages are obliged to provide the way for the development of democracy. This emerging form is called Good Government, Movement or Governance (Jahanshahi, 2007). In this way, rural governance strengthens the realization of public sector interests. Rural governance, due to the existence of collective wisdom and participation in it, leads to adaptation and conflict resolution and contributes to the sustainability of rural development. The government bestows a favorable political and legal environment. The private sector creates employment and income, and civil society provides political and social interaction by mobilizing groups to participate in economic, political, and social activities (Un-Habitat, 2009). In the following, good governance strategies are examined.

Institutional development strategy: The main emphasis of this approach in the proposed principles and policies is based on mobilizing intra-regional capacities by development of supplement based on local resources of the regions and the development of effective and efficient institutions in the development of the region, as the main key to

development. The principles and methods of this approach, which are significantly different from the traditional principles of regional development, are based on bottom-up, regional-oriented, long-term, pluralistic measures and in the form of network and hierarchical systems and relations. This approach emphasizes indigenous knowledge, collective actions, institutionalization processes and considers all aspects of development while paying attention to participatory aspects and emphasizing planned techniques based on collective actions and decisions.

Participatory development theory: The participatory development approach, especially in the mid-1970s, attempts to fill the huge gap in public participation for the development process and induces two perspectives: First, participation of people in the various stages of programs related to their lives is an aim in general; and second, real development is always achieved through participation and public activities (Anbari, 2011). Participation has functional consequences Strengthening positive interpersonal behavior, reducing distrust and indifference, considering oneself as having a role and promoting self-esteem (Ghaffari, 2001). Given the key role of participation in human-centered development, Rahnama accounts four functions for participation: A. cognitive function, B. social function, C. political function, D. instrumental function (Ghaffari, 2001).

Empowering strategy: Depending on the power structure, empowerment can be productive (active participation) or unproductive (passive participation), so that changes in the power structure in order to fully empower local communities would ensure their self-reliance for local management (Giampiccoli & Mtapuri, 2012: 6), and consequently this influences the behavior of rural society towards rural developments (Monkman et al., 2007). Thus, the adoption of appropriate policies for empowering local community to participate in the process of rural development projects is known as one of the most important factors in rural development (Chen et al., 2016). To this end, the focus is on empowerment methods to enhance the readiness of rural communities for participating in the process of sustainable development (Waligo et al., 2013).

Capacity building strategy: The main component in the capacity building process is resident communities. Capacity building is used when a group of local communities in a city or village does not have enough power and ability to mobilize internal resources and capital, nor does it use talents

and skills, and as a result other groups gain more advantages. Capacity building has a meaning beyond education. In 1999, Mr. Garlick, director of the Regional Research Institute and a professor at University Cross Southern (Australia), identified five important factors in the community-based capacity building process:

A. Knowledge creation: It is in order to improve skills, develop and strengthen the process of research and learning. This refers to strengthening the capacity of local communities to adapt to the ongoing growth, production, and application of their ideas. Therefore, retraining and maintaining the required skills and continuity in organizational learning will result in the creation of products that residents want;

B. Management and leadership: To build capacity for development and control over what may happen in an area (the area which is planned and targeted);

C. Networking: It aims building capacity in the formation of companies and cooperatives (unions);

D. Strengthening and expanding collective mechanisms: Valuing collective work and creating the ground for expanding and strengthening collective work in order to achieve the desired goals;

E. Support information: Providing access to local communities for the collection, access, and use of information (Mc Ginty and Cook, 2002).

Studies and references that can be considered as the background of this study, are as follows:

Heidari Mokarar and Sanjarani (2017), stated that good governance in rural management provides a good basis for the proper sustainable rural development, as well as in the process of sustainable political, economic, social, spatial and territorial development and modern rural management of the country. Ghadermarzi and Jamini (2017) found that the level of satisfaction of villagers in Shaho District from performance of rural managers, emphasizing on indicators of good rural governance, shows the score of 2.8 below the average. The highest level of rural satisfaction with new rural managers is for the collective agreement index and the lowest satisfaction belongs to the index of responsibility. Nowruzi and Ebrahimi (2018) concluded that indicators of good governance show less than the desired level, and according to the results of one-sample t-test the total score is 3.24. In index level, the justice index was higher than the researcher's average (3.5) and others were lower than the desired level. The results of Kruskal–Wallis test for comparing the rank of villages and variance analysis

both show that there is a significant difference between them in terms of good governance. Mousavi et al. (2019) concluded that among the eight indicators studied, the average of four indicators of participation, responsiveness, transparency and equity and inclusiveness were higher than the average and the total average of the four indicators of effectiveness and efficiency, rule of law, accountability and consensus-orientedness were lower than the average. The deviation of indicators from the average shows the weakness of rural performance in most indicators of good governance from the respondents' point of view. Khoshfar et al. (2019) concluded that the level of satisfaction of the villagers of Zarindasht County for indicators of good rural governance is in an unfavorable situation. The results of fuzzy TOPSIS showed that in 23 sample villages, six villages have good level governance, nine villages have moderate level governance and eight villages have poor level governance. The results of prioritizing the indicators of good rural governance, using Friedman test, show that the equity and inclusiveness indeeds have the highest average and the participation index has the lowest average in the studied villages. Connol and Zelokezisti (2011) describe the indicators of good governance from different perspectives and introduce the concept of good governance quality for the participatory as new dimensions. Moreover, Abraham (2013) concluded that the establishment of Anand Rural Management Institute has been quite effective and therefore, other governmental and non-governmental institutions have been established with similar goals to improve rural management. Jacka (2016) examined participatory governance in China and concluded that the existence of non-governmental organizations is an effective factor in empowering and increasing social participation. Finally, it was found that most studies were discussed about the effects of good governance in rural management with emphasis on sustainable development, and the feasibility of good governance indicators in rural areas, review of good governance indicators in various dimensions and review of participatory governance. Although the findings of Khoshfar et al. (2019) and Ghadermarzi and Jamini (2017) show similarities with this research, it hasn't been conducted any studies in terms of performing modern rural management with good rural governance approach in the study area, nor in the research method section and using a combination of FARAS and FANP methods.

It can be concluded (see Figure 1) that rural governance as a new process in governing has its indicators which can raise new issues in rural management and empowering rural residents in different areas of management, including decision making, implementation and evaluation. Therefore, the rural governance approach is a desirable basis in the process of sustainable political, economic, social, spatial and territorial development and modern rural management of the country. The formation of governance indicates a fundamental change in the structure of government in rural areas, which is the transition from the opposite periods of governance, from patriarchy and statism to governance which promises a change in management structure and rural development perspectives. Governance, with its specific indicators and components such as participation, equity, etc., suggests the necessary ability for fundamental reforms in rural areas. In most countries of the world, governance has been discussed at the urban level, and therefore one of the problems of good rural governance is the urban inclination of its tools and components. Despite some challenges, this approach is being implemented in Iran. The national require to create and implement this model is quite perceptible, and the issue is the means to create the necessary motivation and support for its realization. Furthermore, after examining the texts related to good rural governance, it is evident that the good rural governance approach is one of the newest and

most popular approaches of modern rural management in Iran. Relying on the three main pillars of government, the private sector, and civil society, this approach emphasizes the active and effective presence of these pillars under participation, responsiveness, rule of law, effectiveness and efficiency, and accountability, consensus-orientedness, monitoring and human development. Also, the development of good governance approach requires that people and rural communities in civil society organizations be organized into small social networks to use and manage their abilities, talents and creativity in an appropriate way. This approach has considerable capability in explaining the realities and can be used as a practical guide in the field of sustainable rural development policy, because it pays special attention to institution building, capacity building, empowerment and participatory development. Therefore, according to the cases raised, it can be said that modern rural management with an emphasis on good rural governance (environmental, ecological, social, economic and physical) and focusing on the aspects of participation, empowerment, capacity building, institutionalization, as the most important factors, will strengthen these foundations in rural areas and also pave the way for the development of rural settlements in various economic, social dimensions among others (Figure 1).

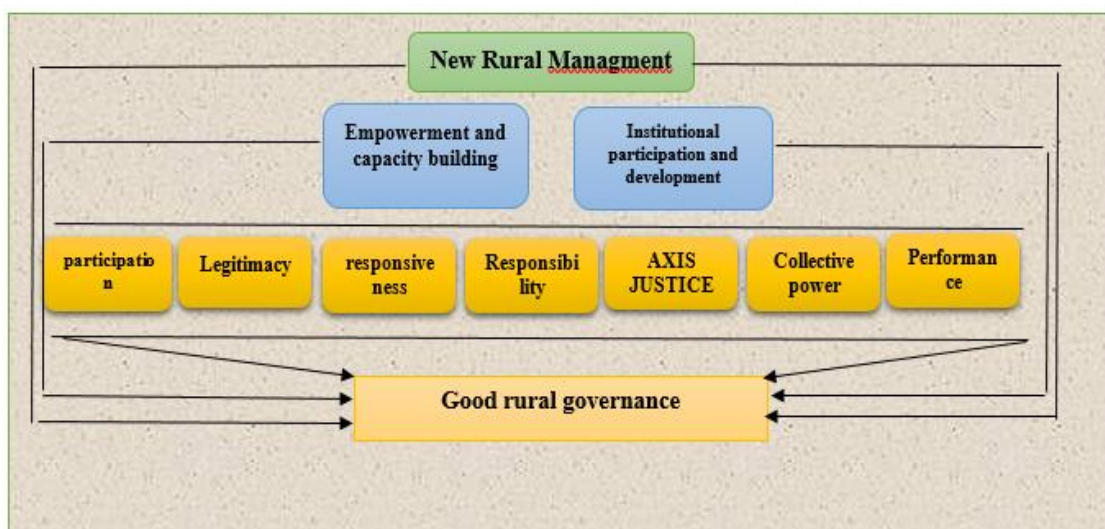


Figure 1. Theoretical framework of research

3. Research Methodology

3.1 Geographical Scope of the Research

Karaj County with Karaj City, as the capital is the largest city in Alborz Province, and occupies an area of 2457 square kilometers. According to the political divisions of the country, this county used to be considered as one of the subordinate districts of Tehran from 1937 to 1955, but from February 1955 became a county. Regarding geographical location, this county is limited to Mazandaran Province from the north, Shemiranat and Tehran Counties from the east, Zarandieh and Shahriyar Counties from the south, Buin Zahra County from the southwest and Savojbolagh and Nazarabad

Counties from the west. and the highest peak of this county called Ventar Mountain at a height of 3941 meters above sea level is located in Central Alborz and 8 kilometers far from Asara. The studied villages are in the Central District of Karaj County in three rural districts (Garmadreh, Mohammadabad, and Kamalabad). The selected villages are as following: in Garmadreh Rural District (Bagh Pir Village), Mohammadabad Rural District (Aliabad Gooneh and Golestanak Villages), in Kamalabad Rural District (Mahmudabad, Darvan, Atashgah, Siah Kalan Villages) (Statistical Centre of Iran, 2016).

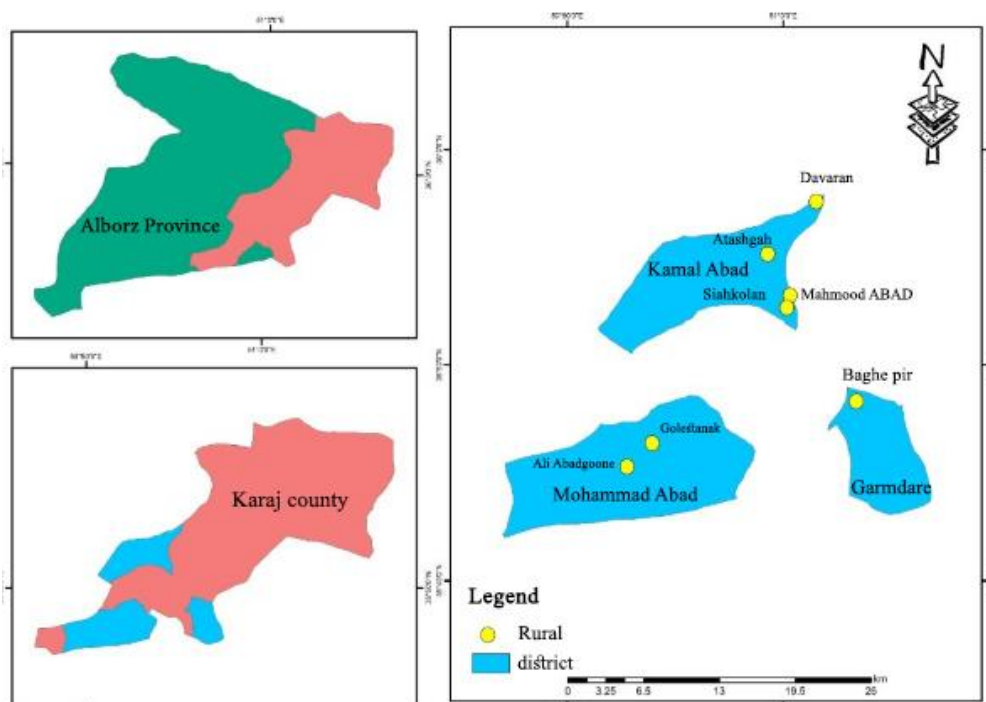


Figure 2. Geographical location and distribution of the studied villages in the province and county

3.2. Methodology

This study seeks to analyze the performance of modern rural management based on indicators of good governance (case study: Central District of Karaj County). The findings of this study can lead to practitioners and decision makers in rural management and good rural governance. The method and data gathering tools are based on documents and field studies and using questionnaires and observations of the villages, and interviews with experts. The statistical population consists of two parts. The first part is the residents of all villages in Central District in three rural districts (Garmadreh, Mohammadabad, and Kamalabad). The statistical population is according to the number of populations in 2016.

Based on 2016 census, the total household of the studied villages is 3213, which based on random sampling and using the modified Cochran's formula, 145 people were selected as sample population. The ratio of community in each of the villages is also expressed in Table 1. It is also worth mentioning that in the second part, the statistical population is related to experts in the field of studies, which was selected as a sample population based on purposive sampling of 20 people. SPSS software and FARAS model were used for data analysis.

In order to achieve the purpose of the research, in addition to collecting data directly from the population of villages in the Central District of Karaj, a researcher-made questionnaire was used.

This questionnaire was developed by studying the relevant literature and searching websites, numerous domestic and foreign articles in order to determine the performance of rural management based on indicators of good rural governance in the Central District of Karaj County. Its validity was assessed using the opinions of faculty members and experts familiar with the villages and the necessary corrections were made. It is also

noteworthy that in order to prove the reliability of the questionnaire of this research, Cronbach's alpha test was applied. In order to measure the reliability of the measurement tool using pre-test findings, 30 questionnaires were completed and the Cronbach's alpha was calculated at 0.87. The obtained values show that the reliability of the questionnaire was acceptable for conducting the research.

Table 1. Sample population in the studied villages

Source: Statistical Centre of Iran, 2016

Village	Year	Population	Statistical sample
Bagh Pir	2016	33	4
Aliabad Gooneh	2016	1015	45
Golestanak	2016	539	24
Mahmudabad	2016	1254	52
Dorvan	2016	64	5
Atashgah	2016	108	6
Siah Kalan	2016	200	9
Total	2016	3213	145

The studied variables in the quantitative part of the research include dependent and independent variables as follows. The dependent variable of this research is good rural governance. This variable is a function of the independent variables that are described below. This variable depends

on 8 indicators (in 48 items) to measure and predict the development of local communities, which comprises "effectiveness and efficiency, responsiveness, social participation, rule of law, equity and inclusiveness, accountability, consensus-orientedness, monitoring" (Table 2 & 3)

Table 2. Indicators and constituent items

Source: Hesam et al. (2014), Rahmani Fazli et al. (2014), Eftekhari et al. (2012), Ghadermarzi and Jamini (2017), Khoshfar et al. (2019)

Indicator	Row	Items	Scale
Effectiveness and efficiency	1	Village development	Ordinal
	2	Provide a vision of the future situation of the village	Ordinal
	3	Satisfaction of the villagers	Ordinal
	4	People's participation	Ordinal
	5	Reducing costs and improvement the quality of services in the village	Ordinal
	6	Coverage of services in the village level	Ordinal
Responsiveness	7	Response to complaints of villagers from administrations	Ordinal
	8	Responsibility for your duties	Ordinal
	9	Holding public meetings to explain the necessary measures in the village	Ordinal
	10	Establish a mechanism to convey the needs and demands of the villagers to high-ranking officials	Ordinal
	11	Efficient response of village managers to the people	Ordinal
	12	The honesty manners of village managers in presenting programs	Ordinal
	13	Organizing public meetings to inform the villagers	Ordinal
Social participation	14	Attracting people's participation	Ordinal
	15	Solidarity between people and officials	Ordinal
	16	Helping rural people in house building	Ordinal
	17	Peoples' participation in the process of infrastructure reconstruction	Ordinal
	18	Villagers' willingness to participate in training courses	Ordinal
Rule of law	19	Increasing the participation of villagers in development projects	Ordinal
	20	Fulfill your legal duties	Ordinal

Indicator	Row	Items	Scale
	21	Nepotism in projects	Ordinal
	22	Coercive influence of powerful actors in village-related decisions (corruption measurement)	Ordinal
	23	Villager's rights	Ordinal
	24	Village manager's acknowledgment of villager's rights	Ordinal
	25	Village managers attachment to customs and traditions	Ordinal
	26	Commitment of village managers to equality under the law	Ordinal
	27	Village managers knowledge about the rights of the residence	Ordinal
	28	Resistance of village managers against illegal behaviors of villagers	Ordinal
Equity and inclusiveness	29	Provide opportunities for women to play a role in miscellaneous activities	Ordinal
	30	Supporting the poor and vulnerable	Ordinal
	31	Justice in the equal and inclusive distribution of facilities	Ordinal
	32	Access to equal opportunities	Ordinal
	33	Carrying out village projects on time	Ordinal
	34	Recognition of the common good	Ordinal
Accountability	35	Accountability in terms of observing norms and laws	Ordinal
	36	Social participation of villagers	Ordinal
	37	Political participation of villagers	Ordinal
	38	Active presence in the political activity of the villagers	Ordinal
	39	Be aware of the importance of basic natural resources and plant and animal species and reducing environmentally detrimental behavior	Ordinal
	40	Efforts to improve the environment	Ordinal
Consensus oriented	41	Public consensus on actions and activities	Ordinal
	42	Success in collective activities	Ordinal
	43	Agreement and consensus of village managers and residents	Ordinal
Monitoring	44	The extent of the familiarity of village managers to villagers' rights	Ordinal
	45	Informing the villagers about activities	Ordinal
	46	Inform the people about the rules and regulations	Ordinal

4. Research Findings

4.1. Investigating the performance of rural management for indicators of good governance

A one-sample t-test was used for the performance of rural management with an emphasis on the indicators of good rural governance in the villages. In this regard, the lower the average score of each item than the average of the Likert

scale (3), the weaker performance of rural management. On the other hand, the higher the average score of each item, the stronger performance of rural management. Additionally, in this test if the value of significant level (sig.) is less than 0.05, it indicates that the average of the sample can be generalized to all residents of villages in the Central District of Karaj County.

Table 3. Rural management performance with an emphasis on good governance indicators

Indicator	Mean	T	Significance (2 domains)	Confidence interval for difference in means 0.95	
				High	Low
Effectiveness and efficiency	3.00	37.674	0.000	3.09	2.89
Responsiveness	3.03	46.729	0.000	3.13	2.96
Social participation	3.14	39.410	0.000	3.23	3.03
Rule of law	3.04	38.950	0.000	3.15	2.91
Equity and inclusiveness	3.01	58.927	0.000	3.14	2.94
Accountability	3.00	49.668	0.000	3.14	2.85
Consensus oriented	3.03	61.092	0.000	3.16	2.93
Monitoring	3.02	57.421	0.000	3.17	2.89

As Table 3 shows, the rural management performance in indicators efficiency and

effectiveness with an average score of 3.00, accountability with an average score of 3.03,

social participation with an average score of 3.14, rule of law with an average score of 3.04, equity and inclusiveness with a average score of 3.01, accountability with an average score of 3.00, consensus-orientedness with an average score of 3.03, monitoring with an average score of 3.02

show the amount above the average (3), which indicates the downward performance of rural management for indicators of good governance in the villages of the Central District of Karaj County.

Table 4. Rural management performance with an emphasis on good governance indicators

Indicator	Item	Mean	T	Level of significance (2 domains)	Confidence interval for difference in means 0.95	
					High	Low
Effectiveness and efficiency	Village development	2.88	37.674	0.000	3.00	2.67
	Provide a vision of the future situation of the village	2.78	37.729	0.000	2.89	2.71
	Satisfaction of the villagers	2.91	37.410	0.000	3.03	2.78
	People's participation	2.88	37.950	0.000	2.98	2.67
	Reducing costs and improvement the quality of services in the village	2.79	37.927	0.000	2.89	2.71
	Coverage of services in the village level	2.84	37.668	0.000	2.4192	2.76
Responsiveness	Response to complaints of villagers from administrations	2.92	37.877	0.000	3.04	2.85
	Responsibility for your duties	2.89	37.329	0.000	3.16	2.88
	Holding public meetings to explain the necessary measures in the village	3.01	37.119	0.000	3.12	2.88
	Establish a mechanism to convey the needs and demands of the villagers to high-ranking officials	3.02	37.859	0.000	3.0	2.91
	Efficient response of village managers to the people	3.01	37.810	0.000	3.09	2.99
	The honest manners of village managers in presenting programs	2.98	37.273	0.000	3.00	2.78
	Organizing public meetings to inform the villagers	3.00	37.223	0.000	3.09	2.98
Social participation	Attracting people's participation	3.07	37.894	0.000	3.13	3.00
	Solidarity between people and officials	3.08	37.961	0.000	3.11	3.02
	Helping rural people in house building	3.09	37.563	0.000	3.13	2.98
	Peoples' participation in the process of infrastructure reconstruction	3.13	37.680	0.000	3.21	2.98
	Villagers' willingness to participate in training courses	3.10	37.307	0.000	3.21	3.02
	Increasing the participation of villagers in development projects	3.12	37.567	0.000	3.24	3.01
	Fulfill your legal duties	3.00	37.683	0.000	3.08	2.89
Rule of law	Nepotism in projects	2.98	37.252	0.000	3.09	2.78
	Coercive influence of powerful actors in village-related decisions (corruption measurement)	2.89	37.576	0.000	2.98	2.78
	Villagers' rights	2.91	37.680	0.000	3.00	2.87
	Village manager's acknowledgment of villager's rights	2.88	37.281	0.000	3.00	2.76
	Village managers attachment to customs and traditions	3.00	37.590	0.000	3.06	2.90
	Commitment of village managers to equality under the law	2.94	37.999	0.000	3.04	2.78
	Village managers knowledge about the rights of the residence	3.07	37.919	0.000	3.14	2.99
	Resistance of village managers against illegal behaviors of villagers	2.98	37.683	0.000	3.07	2.81
	Equity and	Provide opportunities for women to play a role in	3.00	37.692	0.000	3.10

Indicator	Item	Mean	T	Level of significance (2 domains)	Confidence interval for difference in means 0.95	
					High	Low
inclusiveness	miscellaneous activities					
	Supporting the poor and vulnerable	2.91	37.526	0.000	3.00	2.78
	Justice in the equal and inclusive distribution of facilities	2.92	37.414	0.000	3.00	2.87
	Access to equal opportunities	2.88	37.896	0.000	2.95	2.78
	Carrying out village projects on time	2.82	37.662	0.000	2.99	2.77
	Recognition of the common good	2.65	37.738	0.000	2.78	2.51
Accountability	Accountability in terms of observing norms and laws	2.87	37.054	0.000	2.92	2.81
	Social participation of villagers	3.01	37.320	0.000	3.05	2.97
	Political participation of villagers	3.08	37.886	0.000	3.14	3.00
	Active presence in the political activity of the villagers	2.80	37.983	0.000	2.98	2.73
	Be aware of the importance of basic natural resources and plant and animal species and reducing environmentally detrimental behavior	2.98	37.286	0.000	3.04	2.78
	Efforts to improve the environment	2.92	37.347	0.000	3.03	2.78
Consensus oriented	Public consensus on actions and activities	2.78	37.697	0.000	2.89	2.60
	Success in collective activities	2.98	37.061	0.000	3.04	2.87
	Agreement and consensus of village managers and residents	2.90	37.718	0.000	2.99	2.87
Monitoring	Familiarity of villagers with villagers' rights	2.89	37.952	0.000	2.99	2.76
	Informing the villagers about activities	2.91	37.693	0.000	3.00	2.87
	Inform the people about the rules and regulations	2.94	37.697	0.000	3.03	2.89

Regarding the efficiency and effectiveness index, according to the results presented in Table 4, the highest score belongs to the rural managers' efforts for villagers' satisfaction, and the lowest score belongs to providing a vision of the future situation of the village to the villagers. The variable of efficiency in good rural governance reflects that institutions and processes produce outcomes that meet the needs of the community and at the same time make optimal use of the resources available for all. In fact, in good rural governance, the concept of effectiveness and efficiency includes the sustainable use of natural resources and environmental protection. In the villages of the Central District of Karaj, like many villages of Iran, one of the weaknesses in the modern rural management is the lack of a vision for the future of the villagers. Providing a perspective of the physical, economic, social, cultural and environmental situation of the villages in the Central District of Karaj County by rural managers to local residents is rendered as a basis for rural development and providing solutions to solve problems and challenges in

the process of agricultural development, livestock, etc. Regarding the efficiency and effectiveness index, it should be noted that due to (strengthening the efficiency and effectiveness of villagers in terms of improving the performance of officials, evaluation of government services by villagers, improving methods using new knowledge, taking into account villagers' satisfaction, improving service quality) Etc.), rural management is on the right track and the development of rural areas is operational.

Therefore, rural management would be on the right track, and the development of rural areas will be operational. Moreover, if the available resources including natural, human, social, cultural, and environmental resources are optimally used in rural areas to meet the needs of the villagers, the level of satisfaction of the villagers will increase and be motivated to contribute in rural development projects. Also, other consolidating measures of rural development management are properly stimulated, which as a result, lead to sustainable development of rural areas. In the

accountability index, the lowest average belongs to responsibility for one's duties. Accountability in the modern rural management implies the process in which rural managers (Islamic Council, rural municipality administrators, etc.) are responsible for the outcomes of their decisions and activities. Accountability is a leverage to keeping officials and decision-makers to be responsible for their actions, which is rarely seen in the villages. For this index, the highest average score belongs to establishing a mechanism to convey the needs and demands of the villagers to high-ranking officials. In accordance with the field studies, it was found that the villagers raise their issues with the village managers, and the village managers, as far as possible, discuss the issues with the rural district administrators in order to satisfy the villagers. The rural district administrator is the official who transfers the demands to the relevant organizations. Multidimensional relationship, he decisions are transferred from the organization to the rural rural district administrators and from them to the rural managers and then to the villagers.

In the social participation index, the highest average score belongs to peoples' participation in the process of infrastructure reconstruction. Civil participation in rural governance is in fact to wield the power for decision making and the participation of villagers in authority. This implies that rural residents must be involved in decisions which are related to their future actively and influentially. This power is especially in the framework of the goals of sustainable rural development (economic, social, physical and environmental development). In this regard, participation in the process of reconstruction of infrastructure such as roads, asphalt, etc. in the villages of the Central District is relatively desirable. It is also worth mentioning that the attracting people's participation by rural managers has the lowest average score, which can be due to several factors. Among the factors are rural residents' mistrust of previous village managers, and not meeting the villagers' needs, etc. One of the most important challenges of rural municipality administrators and rural councils in the Central District is that people mistrust them. In recent years, water shortages and droughts have limited agriculture and reduced rural

production, income, and employment. In this regard, rural managers do not have the necessary ability to generate sustainable incomes in rural areas due to lack of financial, political and executive power. This has led to a pessimism and negative attitude among people towards rural managers. In the rule of law index, the highest average score belongs to the awareness of village managers of the rights of the residents. Good rural governance requires legal frameworks that are applied impartially. Conformity to the law requires the awareness of the villagers as well as their respect for law enforcement. Full protection of the rights of all villagers is one of the basic principles of good rural governance, and one of these rights is the rural managers' acknowledgment about the rights of the local residents. In the equity and inclusiveness Index, the highest average score belongs to providing opportunities for women to play a role in miscellaneous activities. In good rural governance, creating suitable opportunities for all villagers, both men and women and each age group to improve their welfare, consists of the efforts to equitably allocate resources and the participation of all people, even the deprived and poor, in expressing their opinions and making decisions. In the villages of the Central District, rural managers have provided suitable conditions for the creation of economic and social activities for women, but they have not performed well aligned with the collective interests. Regarding the accountability index, the highest average score belongs to political participation of villagers. Good rural governance requires that institutions contribute to the benefit of all stakeholders. This is possible when institutions, officials and decision makers are sensitive to and responsible for the demands, expectations and needs of rural individuals and communities. In good rural governance, all villagers are accounted for duties, which is participation of villagers in council elections.

As for the consensus-orientedness index, the item of public consensus on actions and activities has the lowest average. In fact, autonomy point of view is still existed in many rural organizations and rural managers. In this regard, one of the villagers states that public thinking or so-called public intercourse in relation to physical, environmental, social, etc.

culture is not only less seen among the villagers and local managers, but also among People become. Rural managers are also prominent with government agencies, and many rural projects are dismantled in the early stages, both physically and environmentally, by not reaching the public. As for success in collective activities, which has the highest average in this index, rural managers had a relatively good performance in creating group activities among villagers. This is due to the belief in teamwork, creativity and innovation by the members of the Islamic Council of the village and the managers. Finally, regarding the monitoring index, the highest average score belongs to informing the people about the rules and regulations. According to field studies, rural managers had a

good performance in presenting laws and regulations to the people by holding several meetings. Furthermore, in order to have the desired level of governance, that is, good rural governance, not only do rural managers need to adopt and adhere each of the indicators, but also it is required to provide functional coordination to achieve good rural governance and systemic perspective. The correlation of indicators should also be examined. In this regard, the results obtained from the establishment of correlation showed that the level of significance in all indicators (effectiveness and efficiency, responsiveness, social participation, rule of law, equity and inclusiveness, accountability, consensus-orientedness, monitoring) is less than 0.05.

Table 5. Correlation between the eight characteristics of good governance among rural managers from villagers' point of view

Indicator		Effectiveness and efficiency	Responsiveness	Social participation	Rule of law	Equity and inclusiveness	Accountability	Consensus oriented	Monitoring
Effectiveness and efficiency	R		0.389	0.367	0.411	0.378	0.390	0.367	0.376
	Sig.		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Responsiveness	R	0.321		0.356	0.411	0.389	0.376	0.412	0.443
	Sig.	0.000		0.000	0.000	0.000	0.000	0.000	0.000
Social participation	R	0.345	0.378		0.412	0.445	0.421	0.413	0.398
	Sig.	0.000	0.000		0.000	0.000	0.000	0.000	0.000
Rule of law	R	0.342	0.377	0.376		0.412	0.398	0.394	0.410
	Sig.	0.000	0.000	0.000		0.000	0.000	0.000	0.000
Equity and inclusiveness	R	0.391	0.400	0.376	0.413		0.392	0.421	0.433
	Sig.	0.000	0.000	0.000	0.000		0.000	0.000	0.000
Accountability	R	0.411	0.432	0.378	0.388	0.391		0.408	0.411
	Sig.	0.000	0.000	0.000	0.000	0.000		0.000	0.000
Consensus oriented	R	0.391	0.389	0.412	0.391	0.409	0.411		0.391
	Sig.	0.000	0.000	0.000	0.000	0.000	0.000		0.000
Monitoring	R	0.398	0.403	0.388	0.391	0.432	0.403	0.421	
	Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	

The correlation Characteristics of good governance showed that according to the villagers. In order to achieve the desired governance, there is a need for noticing these Characteristics of good governance. In other words, governance is a management system, and the process of its realization in rural areas depends on a progress in all indicators. So, progress in only one dimension will not be effective.

4.2. Review and ranking of good governance indicators with emphasis on rural management in the villages of the Central District of Karaj

FARAS and FANP models were used to rank the indicators of good governance with an emphasis

on rural management in the villages of the Central District of Karaj County. After determining the weights of each of the proposed items, supermatrix columns were presented. The weighted supermatrix is obtained by multiplying the weight of the criteria by the corresponding weight. Following that each of the indicators of good governance is evaluated with emphasis on rural management in the villages using the FARAS model, before the analysis, the abbreviation of each factor was determined (Table 6).

Table 6. Abbreviation for each of the good governance items

Dimension	Abbreviation	Items
Effectiveness and efficiency	C11	Village development
	C12	Provide a vision of the future situation of the village
	C13	Satisfaction of the villagers
	C14	People's participation
	C15	Reducing costs and improvement the quality of services in the village
	C16	Coverage of services in the village level
Responsiveness	C21	Response to complaints of villagers from administrations
	C22	Responsibility for your duties
	C23	Holding public meetings to explain the necessary measures in the village
	C24	Establish a mechanism to convey the needs and demands of the villagers to high-ranking officials
	C25	Efficient response of village managers to the people
	C26	The honest manners of village managers in presenting programs
	C27	Organizing public meetings to inform the villagers
Social participation	C31	Attracting people's participation
	C32	Solidarity between people and officials
	C33	Helping rural people in house building
	C34	Peoples' participation in the process of infrastructure reconstruction
	C35	Villagers' willingness to participate in training courses
	C36	Increasing the participation of villagers in development projects
Rule of law	C41	Fulfill your legal duties
	C42	Nepotism in projects
	C42	Coercive influence of powerful actors in village-related decisions (corruption measurement)
	C43	Villagers' rights
	C44	Village manager's acknowledgment of villager's rights
	C45	Village managers attachment to customs and traditions
	C46	Commitment of village managers to equality under the law
	C47	Village managers knowledge about the rights of the residence
C48	Resistance of village managers against illegal behaviors of villagers	
Equity and inclusiveness	C51	Provide opportunities for women to play a role in miscellaneous activities
	C52	Supporting the poor and vulnerable
	C53	Justice in the equal and inclusive distribution of facilities
	C54	Access to equal opportunities
	C55	Carrying out village projects on time
	C56	Recognition of the common good
Accountability	C61	Accountability in terms of observing norms and laws
	C62	Social participation of villagers
	C63	Political participation of villagers
	C64	Active presence in the political activity of the villagers
	C65	Be aware of the importance of basic natural resources and plant and animal species and reducing environmentally detrimental behavior
	C66	Efforts to improve the environment
Consensus oriented	C71	Public consensus on actions and activities
	C72	Success in collective activities
	C73	Agreement and consensus of village managers and residents
Monitoring	C81	Familiarity of villagers with villagers' rights
	C82	Informing the villagers about activities
	C83	Inform the people about the rules and regulations

Table 7. Integration of experts' opinions

Rule of law			Social participation			Responsiveness			Effectiveness and efficiency			
Γ	β	α	γ	β	A	γ	β	α	γ	β	α	
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	3.45	6.78	5.54	3.33	C11
5.43	5.56	10	10	10	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C12
5.56	6.78	8.82	6.89	9.95	3.35	4.45	4.42	5.44	3.34	5.54	6.64	C13
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	C14
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C15
5.43	5.56	5.56	9.95	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C16
5.56	6.78	6.82	5.89	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C21
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C22
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	3.45	6.78	5.54	3.45	C23
5.67	5.56	9.34	9.95	7.89	6.65	7.76	6.67	5.56	3.14	3.34	4.45	C24
9.65	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C25
5.67	5.67	4.45	4.45	4.45	5.56	5.67	3.54	3.56	5.67	4.54	3.34	C26
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.65	5.67	C27
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C31
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C32
5.43	5.56	9.95	9.95	9.95	9.95	5.56	5.56	8.85	6.78	6.65	5.43	C33
5.56	6.43	7.33	5.43	5.55	3.31	4.41	3.67	4.32	3.31	4.32	4.44	C34
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C35
5.76	7.54	4.54	5.75	5.34	5.32	4.78	7.31	3.31	6.32	5.33	3.31	C36
5.67	5.56	9.34	9.95	7.76	6.65	7.61	6.67	5.56	3.14	3.34	4.45	C41
9.65	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C42
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	3.45	6.78	5.54	3.45	C42
5.67	5.56	9.34	9.95	7.89	6.65	7.76	6.67	5.56	3.14	3.34	4.45	C43
9.65	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C44
5.67	5.67	4.45	4.45	4.45	5.56	5.67	3.54	3.56	5.67	4.54	3.34	C45
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.65	5.67	C46
6.65	5.56	3.45	3.23	6.56	9.77	6.67	6.87	4.34	6.74	6.78	8.85	C47
9.95	5.67	3.45	5.65	5.56	7.76	3.56	3.34	3.34	5.54	7.67	5.56	C48
5.56	6.78	6.82	5.89	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C51
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C52
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	3.45	6.78	5.54	3.45	C53
5.67	5.56	9.34	9.95	7.89	6.65	7.76	6.67	5.56	3.14	3.34	4.45	C54
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.65	5.67	C55
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.67	3.41	6.56	5.32	3.33	C56
5.43	5.56	10	10	10	9.95	5.45	5.54	8.75	6.78	6.65	8.33	C61
5.56	6.78	8.82	6.89	9.95	3.31	4.42	4.42	5.44	3.34	5.54	6.64	C62
6.65	5.56	3.45	3.23	6.56	9.77	6.67	6.87	4.34	6.74	6.78	8.85	C63
9.95	5.67	3.45	5.65	5.56	7.76	3.56	3.34	3.34	5.54	7.67	5.56	C64
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	C65
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C66
5.43	5.56	5.56	9.95	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C71
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	C72
6.87	4.34	6.74	6.65	5.56	3.45	3.23	6.65	5.56	4.44	3.32	3.32	C73
3.34	3.34	5.54	9.95	5.67	3.45	5.65	9.95	5.67	3.65	4.89	4.44	C81
5.56	8.85	6.78	5.43	5.56	5.56	9.78	5.43	5.56	4.32	5.54	5.53	C82
3.42	5.44	4.34	5.56	6.78	6.82	5.77	5.56	6.78	5.65	4.98	4.44	C83

Table 8. Integration of experts' opinions

Monitoring			Consensus oriented			Accountability			Equity and inclusiveness			
Γ	β	α	γ	β	A	Γ	B	α	γ	β	α	
4.42	5.44	3.34	5.56	6.78	8.82	6.89	5.56	6.78	3.55	3.31	3.45	C11
6.87	4.34	6.74	6.65	5.56	3.45	3.23	6.65	5.56	4.44	3.32	3.32	C12
3.34	3.34	5.54	9.95	5.67	3.45	5.65	9.95	5.67	3.65	4.89	4.44	C13
5.56	8.85	6.78	5.43	5.56	5.56	9.78	5.43	5.56	4.32	5.54	5.53	C14
3.42	5.44	4.34	5.56	6.78	6.82	5.77	5.56	6.78	5.65	4.98	4.44	C15
5.54	4.45	4.45	4.45	7.89	6.65	5.57	4.45	7.89	4.54	4.71	4.31	C16
4.42	5.44	3.34	6.76	9.95	6.89	6.87	6.76	9.95	4.21	4.43	6.54	C21
6.87	4.34	6.74	5.56	6.78	8.82	6.89	5.56	6.78	4.89	4.78	4.45	C22
3.34	3.34	5.54	6.65	5.56	3.45	3.23	6.65	5.56	4.43	4.55	7.43	C23
5.56	9.95	8	7.67	6.66	3.67	8	9	9.5	10	10	10	C24
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.67	3.41	6.56	5.32	3.33	C25
5.43	5.56	10	10	10	9.95	5.45	5.54	8.75	6.78	6.65	8.33	C26
5.56	6.78	8.82	6.89	9.95	3.31	4.42	4.42	5.44	3.34	5.54	6.64	C27
6.65	5.56	3.45	3.23	6.56	9.77	6.67	6.87	4.34	6.74	6.78	8.85	C31
9.95	5.67	3.45	5.65	5.56	7.76	3.56	3.34	3.34	5.54	7.67	5.56	C32
5.43	5.56	5.56	9.78	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C33
5.56	6.78	6.82	5.77	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C34
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C35
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.73	3.32	6.66	5.43	3.45	C36
5.67	5.56	9.34	9.95	7.76	6.65	7.61	6.67	5.56	3.14	3.34	4.45	C41
9.65	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C42
5.67	5.67	4.45	4.45	4.45	5.56	5.67	3.54	3.56	5.67	4.54	3.34	C42
5.56	9.95	8	7.67	6.66	3.67	8	9	9.5	10	10	10	C43
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.67	3.41	6.56	5.32	3.33	C44
5.43	5.56	10	10	10	9.95	5.45	5.54	8.75	6.78	6.65	8.33	C45
5.56	6.78	8.82	6.89	9.95	3.31	4.42	4.42	5.44	3.34	5.54	6.64	C46
6.65	5.56	3.45	3.23	6.56	9.77	6.67	6.87	4.34	6.74	6.78	8.85	C47
9.95	5.67	3.45	5.65	5.56	7.76	3.56	3.34	3.34	5.54	7.67	5.56	C48
5.43	5.56	5.56	9.78	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C51
5.56	6.78	6.82	5.77	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C52
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C53
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.73	3.32	6.66	5.43	3.45	C54
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C55
5.43	5.56	5.56	9.95	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C56
5.56	6.78	6.82	5.89	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C61
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C62
6.76	9.95	6.89	6.87	4.34	6.74	6.78	8.85	3.45	6.78	5.54	3.45	C63
5.67	5.56	9.34	9.95	7.89	6.65	7.76	6.67	5.56	3.14	3.34	4.45	C64
6.65	5.56	3.45	3.34	6.76	9.95	6.89	6.87	4.34	6.74	6.65	5.67	C65
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C66
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C71
5.43	5.56	9.95	9.95	9.95	9.95	5.56	5.56	8.85	6.78	6.65	5.43	C72
9.95	5.67	3.45	5.67	5.56	7.76	3.56	3.42	3.34	5.54	7.76	5.56	C73
5.43	5.56	5.56	9.95	3.34	9.95	5.56	5.56	8.85	6.78	6.65	8.33	C81
5.56	6.78	6.82	5.89	7.95	3.35	3.45	3.42	5.44	4.34	3.54	6.44	C82
4.45	7.89	6.65	5.57	6.67	4.45	5.56	5.54	4.45	4.45	3.34	9.95	C83

After normalizing the initial values, the value of the optimization function and the degree of desirability of each option are determined.

Table 9. The optimal function and degree of desirability

Equity and inclusiveness			Rule of law			Social participation			Responsiveness			Effectiveness and efficiency			
Γ	β	α	Γ	β	α	γ	B	A	γ	β	α	γ	B	α	
0.220	0.213	0.198	0.210	0.221	0.210	0.254	0.231	0.254	0.221	0.221	0.211	0.241	0.221	0.234	$\otimes S$
0.210			0.221			0.245			0.213			0.231			S_j
0.423			0.442			0.476			0.434			0.452			K_j

Table 10. The optimal function and degree of desirability

Monitoring			Consensus oriented			Accountability			
Γ	B	α	Γ	B	A	γ	β	α	
0.218	0.198	0.210	0.213	0.223	0.210	0.208	0.210	0.210	$\otimes S$
0.214			0.214			0.221			S_j
0.412			0.437			0.431			K_j

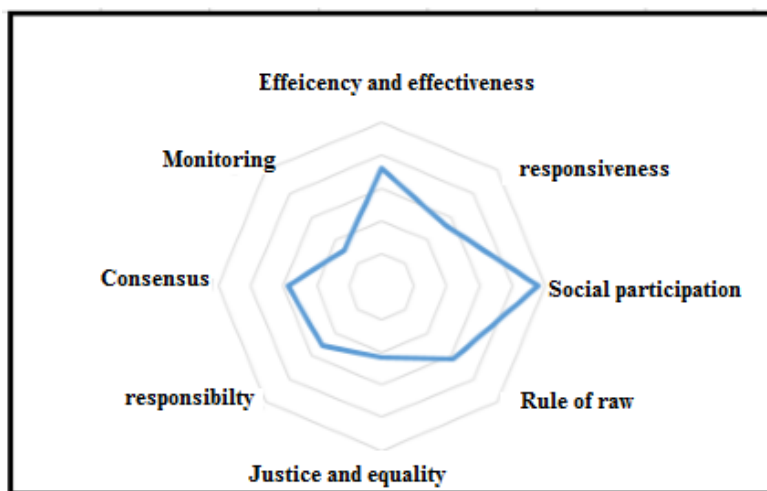


Figure 3. Final weight of indicators for good rural governance

As illustrated in Figure 3 and Tables 9 and 10, the indicators are ranked from highest to lowest according to their weights as follows: social participation (0.476), efficiency and effectiveness (0.452), rule of law (0.442), consensus-orientedness (0.437), accountability (0.434), equity and inclusiveness (0.423), and monitoring (0.412).

Based on these findings, social participation is crucial in achieving optimal rural governance good rural governance in the Central District of Karaj County. Participation might take place directly or indirectly. Also, the correct and real participation of the villagers in the governance

process could be accounted for a democratic governance, which is established on social justice, environmental protection and proper governance. the relationship between governance and social participation is a pattern for participatory management.

5. Discussion and conclusion

Today, the approach shift in management from autonomous management to good governance with civil participation is considered as one of the managerial developments at different scales. In this regard, studies confirm that in a bottom-up development approach, councils and villages are of the most important parts of the rural

development programs. Therefore, to achieve optimal rural governance, a proper local management with a participatory approach should be considered. Evidently, good rural governance underscores the participation and expansion of grassroots movements, poverty reduction, job creation and sustainable welfare, and environmental protection. All of these can occur when the significant relationship between local village management and good governance are aligned. As a result, it is theoretically necessary to implement the principles of good governance in rural areas for the formation of sustainable rural management, and consequently, increasing the satisfaction of villagers and the success of rural managers. Accordingly, an attempt was made to evaluate the performance of rural management by emphasizing on the indicators of good rural governance in the villages of the villages in Central District of Karaj County. For this purpose, eight indicators were extracted from the literature pertaining to optimal governance.

The results showed that the performance of rural management with emphasis on good governance indicators in these villages is relatively favorable (medium downward). In other words, the results indicate that the status of governance indicators in the studied villages is lower than average, and the indicators need to be improves among the local managers.

Moreover, the results of the correlation between the indicators of good rural governance showed that the management system is the desired and subject to development in all indicators of good rural governance from the point of view of the villagers. The results of ranking the indicators of good governance of the villages using the FARAS model showed that the social participation index has the highest rank from the perspective of experts. The results is consistent with with studies [Eftekhari et al. \(2012\)](#), [Nowruzi and Ebrahimi \(2018\)](#), [Khoshfar et al. \(2019\)](#) in terms of the status of weak governance indicators of the region. In a final conclusion, it can be said that despite extensive political, economic, social, and technological developments in the villages, and consequently even increasing the level of public awareness and knowledge, the overall situation of rural management in the studied villages has not changed much and it follows the same style and

context of the past. The main part of this inertia is due to the centralized structure of the country, ergo rural management. Therefore, the existence and institutionalization of rural management issues and problems make it difficult to implement the principles of good rural governance. In this structure, known as the top-down structure, the social, economic, environmental, and physical capabilities of a particular region is not properly recognized and the interests of stakeholders in these villages are not properly considered. The effectiveness and efficiency of such policies and programs certainly will be minimized. The strategy of the villages in the Central District of Karaj County is the same strategy of the rural government in which the rural managers consider themselves as the guardians of the villagers and implement their policies and programs without the participation with the stakeholders. The result of this type of management is the elimination of stakeholders in the decision-making process, which has serious consequences for the villages. In other words, instead of building and developing the villages by their residents who are the main and foremost beneficiaries and creating a sense of belonging to the village, they are considered as dispersed population who are doomed to live in their place of residence.

To this end, in order to strengthen the indicators of good rural governance and to improve rural management, the following solutions should be proposed:

- It is necessary to strengthen and expand education and arrange conditions to bolster the spirit of self-reliance and self-confidence in rural communities;
- Local management can be improved by strengthening local resources, social capital, mobilizing the endogenous capacities of rural areas in the Central District of Karaj County, social participation, equity and inclusiveness, and consensus-orientedness;
- Activities should be taken through interaction of non-governmental organizations, governmental and public organizations and the private sector, removing existing obstacles, and financial and executive constraints for modern rural management in the villages of the Central District;
- A mechanism should be devised to achieve new rural management using the indicators of good governance, interaction and active discourse

between villagers and those in charge of rural development;

- Constant asking for opinions from villagers by rural managers in different stages of executive programs (before, during and after the implementation of programs);
- More cooperative and compassionate activities of rural managers in rural areas of the Central District of Karaj County;

- Impelling rural managers to support villagers in the Central District of Karaj County.

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واکاوی عملکرد مدیریت نوین روستایی مبتنی بر رویکرد حکمروایی خوب

(مورد مطالعه: روستاهای بخش مرکزی شهرستان کرج)

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چکیده مبسوط

۱. مقدمه

مجموعه مدیریت روستاها و در آن میان، دهیارها و شوراهای به عنوان نماد مدیریت نوین محلی، باید بتوانند روستا را به سازمانی حرفه‌ای تبدیل کنند. راهبردهای حکمروایی خوب شامل راهبرد توسعه نهادی، توانمندسازی و ظرفیت‌سازی است که رویکرد توسعه نهادی تاکید بر دانش بومی، کنش‌های جمعی و فرایندهای نهادسازی دارد و توجه هر چه بیشتر به تمامی وجوه توسعه ضمن توجه به جنبه‌های مشارکتی و تاکید بر فنون برنامه‌ریزی شده مبتنی بر کنش‌ها و تصمیمات جمعی را الزامی و ضروری می‌داند. تمرکز بر روش‌های توانمندسازی به منظور افزایش تمایل جامعه روستایی برای مشارکت در فرایند توسعه پایدار است.

۳. روش تحقیق

نوع تحقیق به لحاظ هدف کاربردی و از حیث ماهیت توصیفی - تحلیلی است. پژوهش حاضر با توجه به هدف اصلی پژوهش و سؤال‌های مطرح شده، در پی واکاوی عملکرد مدیریت نوین روستایی مبتنی بر شاخص‌های حکمروایی خوب (مورد: بخش مرکزی شهرستان کرج) است که نتایج برگرفته از این پژوهش می‌تواند برای برنامه‌ریزان و تصمیم‌گیرندگان در زمینه‌ی مدیریت روستایی و حکمروایی خوب روستایی بیانجامد، بنابراین پژوهش حاضر، کاربردی است. روش و ابزار اطلاعات مبتنی بر مطالعات کتابخانه‌ای، اسنادی و میدانی است. مطالعات کتابخانه‌ای جهت به دست آوردن مطالب از کتب، مقالات، رساله‌ها و آرشیو سازمان‌های داخلی و خارجی بهره برده و همچنین بررسی‌های اینترنتی مطالب لازم گردآوری می‌شود. در نهایت با استفاده از پرسشنامه و بررسی‌های میدانی از روستاهای مورد مطالعه و مصاحبه با افراد متخصص، اطلاعات مورد نظر گردآوری شد. در تحقیق حاضر جامعه آماری

یکی از اهداف مدیریت روستایی در شرایط کنونی، انطباق آن با اصول و معیارهای حکمروایی خوب می‌باشد، زیرا روستاییانی که از مدیریت محلی رضایت داشته باشند با اطمینان بیشتری وظایف خود را انجام داده و مشارکت می‌کنند. بر این اساس امروزه در فرایند مدیریت روستایی انتظار بر این است که اصول حکمروایی خوب در محیط‌های روستایی پیاده شده و مدیران روستایی در تلاش برای افزایش رضایتمندی روستاییان در راستای قواعد حکمروایی خوب باشند. بنابراین در مطالعات امروزه مدیریت روستایی در روستاهای بخش مرکزی شهرستان کرج و ارزیابی عملکرد مدیران توجه به هم راستای شیوه‌های مدیریت آنها با معیارهای حکمروایی خوب می‌تواند به عنوان یک اصل باشد که در بلند مدت زمینه‌های رضایتمندی روستاییان فراهم خواهد ساخت. در این راستا، این پژوهش در پی آن است که به بررسی عملکرد مدیریت نوین روستایی را با تاکید بر حکمروایی خوب در روستاهای بخش مرکزی پرداخته شود. بنابراین در راستای هدف، پژوهش حاضر به دنبال بررسی و کنکاش سؤال ذیل می‌باشد: عملکرد مدیریت نوین روستایی با تاکید بر حکمروایی خوب روستایی در روستاهای بخش مرکزی شهرستان کرج در چه وضعیتی قرار دارد؟

۲. مبانی نظری تحقیق

مدیریت نوین روستایی به معنای، علم تلفیق و تنظیم عوامل مختلف طبیعی، انسانی، اقتصادی و... در جامعه روستایی، است و یکی از مهمترین اهداف آن دستیابی سکونتگاه‌های روستایی به توسعه و به دنبال آن، توسعه پایدار روستایی است. بر اساس آنچه مطرح گردید،

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دست آمده ۰/۴۷۶، کارایی و اثربخشی با وزن ۰/۴۵۲، حاکمیت قانون با وزن ۰/۴۴۲، جماع پذیری با وزن به دست آمده ۰/۴۳۷، پاسخگویی با وزن ۰/۴۳۴، مسئولیت پذیری با وزن ۰/۴۳۱، عدالت و برابری با وزن ۰/۴۲۳، نظارت با وزن ۰/۴۱۲، بالاترین و پایین ترین رتبه‌ها را به خود اختصاص داده‌اند.

۵. بحث و نتیجه‌گیری

میزان عملکرد مدیریت روستایی با تاکید بر شاخص‌های حکمروایی خوب روستایی در روستاهای بخش مرکزی شهرستان کرج بررسی شود. برای این منظور از شاخص‌های ۸ گانه مستخرج از ادبیات نظری در رابطه با حکمروایی مطلوب استفاده گردیده شد. نتایج نشان داد، میزان عملکرد مدیریت روستایی با تاکید بر شاخص‌های حکمروایی خوب در روستاهای بخش مرکزی کرج نسبتاً مطلوب (متوسط رو به پایین) است. به عبارت دیگر نتایج نشان داد که وضعیت شاخص‌های حکمروایی در روستاهای مورد مطالعه پایین‌تر از حد متوسط بوده و برای دستیابی به حکمروایی خوب در محیط‌های روستایی مورد نظر نیازمند تقویت شاخص‌ها و گویه‌های مرتبط با آن در بین مدیران محلی روستا است. اگر در چند گویه به دلیل ضرورت‌های انجام وظایف اداری مدیران روستایی و ارتباط محلی مدیران با مردم میانگین‌ها تقریباً متوسط رو به بالا است. همچنین نتایج رتبه‌بندی شاخص‌های حکمروایی خوب روستایی با استفاده از مدل FARAS نشان داد، شاخص مشارکت اجتماعی بالاترین رتبه را از دیدگاه متخصصان به خود اختصاص داده است.

کلیدواژه‌ها: مدیریت نوین، حکمروایی خوب، سکونتگاه‌های روستایی، شهرستان کرج.

تشکر و قدردانی

پژوهش حاضر برگرفته از پایان‌نامه کارشناسی ارشد میلاد محمدی، گروه جغرافیای انسانی، دانشکده علوم جغرافیایی دانشگاه خوارزمی، تهران است.

شامل دو بخش است. بخش اول عبارت از ساکنین روستاها بخش مرکزی در سه دهستان (گرمدره، محمدآباد، کمال آباد) است. جامعه آماری در بخش کمی طبق سرشماری سال ۱۳۹۵، کل خانوار روستاهای مورد مطالعه ۳۲۱۳ نفر می‌باشند، که بر اساس نمونه‌گیری تصادفی و استفاده از فرمول کوکران اصلاح شده، تعداد ۱۴۵ نفر به عنوان (جامعه نمونه) در روستاها انتخاب گردیده شد. در بخش دوم نیز، جامعه آماری، متخصصان مرتبط با موضوع پژوهش حاضر است، که بر اساس نمونه‌گیری هدفمند تعداد ۲۰ نفر به عنوان جامعه نمونه انتخاب گردیده شد. همچنین قابل ذکر است به منظور تجزیه و تحلیل اطلاعات از نرم‌افزار SPSS، و مدل FARAS استفاده گردیده شد.

۴. یافته‌های تحقیق

یافته‌های تحقیق نشان داد که عملکرد مدیریت روستایی براساس آزمون تی تک نمونه‌ای در شاخص‌های (کارایی و اثربخشی با مقدار میانگین ۳/۰۰، پاسخگویی با مقدار میانگین ۳/۰۳، مشارکت اجتماعی با مقدار میانگین ۳/۱۴، حاکمیت قانون با مقدار میانگین ۳/۰۴، عدالت و برابری با مقدار میانگین ۳/۰۱، مسئولیت‌پذیری با مقدار میانگین ۳/۰۰، اجماع‌پذیری با مقدار میانگین ۳/۰۳، نظارت با مقدار میانگین ۳/۰۲)، با مقدار میانگین‌های به دست آمده بالاتر از حد متوسط عدد (۳)، گویای مقدار متوسط رو به پایین عملکرد مدیریت روستایی در شاخص‌های حکمروایی خوب در روستاهای بخش مرکزی شهرستان کرج است. نتایج همبستگی بین شاخص‌های حکمروایی خوب روستایی نشان داد که از دیدگاه روستاییان تحقق نظام مدیریتی مطلوب و مناسب در گرو پیشرفت مطلوب همه شاخص‌های حکمروایی خوب روستایی است. همچنین نتایج رتبه‌بندی شاخص‌های حکمروایی خوب با استفاده از مدل FARAS نشان داد، شاخص مشارکت اجتماعی بالاترین رتبه را از دیدگاه متخصصان به خود اختصاص داده است. و در نهایت یافته‌های پژوهش نشان داد که شاخص‌های (مشارکت اجتماعی با وزن به



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